

DD/A Registry
File personnel-s

29 August 1974

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Joint Computer Support
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training

SUBJECT : Implementation of PASG Recommendations

1. The new approaches to personnel management resulting from the PASG recommendations established a Directorate-wide career service and changed the former ten individual career services into subgroups of the Directorate Career Service. The Deputy Director, as Head of his Career Service, was charged with developing policies and procedures for organizing, managing, and monitoring the personnel operations in the Directorate to best accomplish Agency objectives and his own requirements.
2. The senior Career Service Board, composed of the Director of each Office, was renamed the Senior Personnel Resources Board and charged with the responsibility of helping the Deputy Director formulate Directorate-wide personnel policies and guidance and monitor the effectiveness of the activities of the subgroups in complying with these policies and guidance. To provide staff support to the Senior Personnel Resources Board, the Personnel Resources Committee was established and is composed of representatives from each subgroup.
3. Each of you, as Director of your Office, is the Head of your subgroup of the over-all Directorate Career Service; and, at the same time, you are a member of the Senior Resources Board, which is concerned with the over-all Career Service. Your representative on the Personnel Resources Committee represents you in its endeavor to develop for the Board action plans for the following matters:

a. Policies, career subgroups and structures most appropriate for implementing the PASG recommendation that each Directorate will constitute a Career Service.

b. Directorate-wide objectives and plans to implement the ten DCI personnel objectives contained in the PASG report.

c. Specific means of implementing the 16 personnel responsibilities and authorities of the Deputy Director in the PASG report.

4. Tab A is a work chart developed for the Committee indicating the tasks it is undertaking and the time frames in which it hopes to accomplish them. Tab B lists the ten Agency personnel objectives and guidance for accomplishing them. Tab C provides suggestions with respect to the 16 Deputy Director's responsibilities.

5. The Personnel Resources Committee has inventoried existing personnel management practices and procedures which are being used in the various career subgroups. This data is being analyzed to determine what areas need to be examined in terms of the PASG recommendations. It is not the aim to have absolute uniformity of personnel procedures throughout the subgroups, but differences should be considered and a determination made that they are valid and in conformity with the over-all Directorate personnel objectives.

6. In order to provide recommendations to the Senior Personnel Resources Board concerning subgroup and Career Service actions, the Committee is going to need the cooperation of the Office Directors. The Committee believes that a viable and effective personnel management system for the Directorate Career Service can only be developed through the participation and cooperation of the career subgroups. It is realized that each Office Director has a difficult task in trying to develop a program in his own subgroup which will satisfy his Office's unique personnel requirements, and then having to participate in the Board's efforts to implement the PASG recommendations through a Directorate-wide Career Service.

STAT

Chairman
Personnel Resources Committee

Attachments

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OBJECTIVE NO. 1 "Recruit, with full attention to equal opportunity policies, the best qualified individuals to fill personnel requirements."

APPROACHES

1. Consolidate component Advance Staffing Plans with the Annual Personnel Plan.
2. Promote the use of Vacancy Notices in and between Directorates.
3. Increase the hiring of professional employees from recognized minority groups in order to realize Directorate goals as stipulated in the APP.

METHODS OF ACCOMPLISHMENT

1. The Annual Personnel Plan and the Advance Staffing Plan should be mutually consistent at the time of preparation of the former.
2. The Vacancy Notice system is available to assist the Senior Personnel Resource Boards in filling their Directorate's personnel requirements.
3. OP will increase recruitment efforts in schools where there is a large minority representation enrolled, and develop an ongoing program designed to strengthen the Agency's ability to acquire minority employees.

To the extent that funds can be made available, OP will institute a program to bring selected Black applicants into Headquarters for interview by interested operating components. OP will vigorously pursue minority Co-op applicants as a source for increasing the employment of minorities in professional jobs in the Agency.

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Consideration will be given by the components and Directorates to the use of specially tailored training and rotation plans as an integral part of the employment of Black applicants for professional jobs, e.g., language and area training assignments.

4. OP and PSS/OMS have initiated relevant efforts.

Examine ways of improving the selection process, including the possible testing of applicants specific occupational groups.

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OBJECTIVE NO. 2 "Maintain and enhance professional levels by the planning of future personnel requirements, the acquisition of needed skill mixes, and by the training and qualifications updating of employees (as deemed necessary to insure their qualifications-readiness for current and future assignments)."

APPROACHES

More systematically plan future personnel staff-patterns and personnel flows in the Directorate and components.

Provide for the continued training and qualifications updating of employees on duty to insure their readiness to meet current and future requirements.

METHODS OF ACCOMPLISHMENT

1. The Deputies and Component Heads, with the assistance of the Director of Personnel as appropriate, should evaluate their future work force characteristics and staffing needs in order to more effectively meet personnel requirements and assure qualified employees for future tasks. The Directorates can provide necessary guidelines on potential aggregate changes in manpower, grade structure and requisite skill mix and have an active role to play in the preparation of the APP.

2. The PDP exists as a major mechanism to serve this purpose, and is moving from an orientation on executive development toward a more comprehensive coverage of a wider mix of grades and occupations. For those groups not included in the PDP, an important role can be played by career counseling within the Career Service evaluation system. In general, training models or guidances should be provided for developing the necessary progression of skills and on-the-job experience.

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3. Identify occupational affinity groups in the Agency. The Director of Personnel has been asked to modify the Qualification Record System to facilitate the ready identification of employees having qualifications appropriate to selected occupational affinity groups. By linking qualifications and occupations, it would be possible to enhance both employee mobility and career development with greater assurance of serving the interests of both the employee and management. To aid this effort, each Deputy should be prepared to make available individuals he believes particularly competent to participate in such studies and who would possess the knowledge and experience necessary to determine the qualifications and skills needed to meet various types of requirements.

4. Annually review future component training plans and needs.

4. The Senior Personnel Resources Board could require each component to develop training profiles for their managerial offices and other occupational groups where training relates closely to job performance and employee development. Each Directorate also reviews training-related information in the APP and PDP which would provide a useful basis for discussions with OTR representatives.

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OBJECTIVE NO. 3 ~~Approaches for the Deputy Directors in the personnel planning and policy processes."~~

APPROACHES

1. Implement Directorate personnel objectives.
2. Prepare Directorate-wide personnel guidances, governing the performance of personnel responsibilities and the establishment of career service structures and processes.

METHODS OF ACCOMPLISHMENT

1. The Deputy Directors will determine Directorate-wide objectives and action steps in support of the 10 DCI personnel objectives, and will consider the development of additional personnel objectives for Directorate-wide application.
2. The Deputy Directors will develop Directorate guidances covering, as appropriate, the 16 personnel authorities and responsibilities designated in the PASG Report and any other personnel areas of concern to them. Priority should be given to the establishment of needed Directorate guidances on employee evaluations, rankings and promotion criteria, and the establishment of evaluation and follow-up systems to keep the Deputies continually informed on the effect and merit of their programs and policies.

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OBJECTIVE NO. 4 "Foster open communications in the purpose and operation of important personnel policies and processes by more frequent use of Agency and component notices."

APPROACHES

1. Prepare Agency Notices or Employee Bulletins on or personnel decisions having general applicability including actions of the CIA Management Committee.
2. Provide a mechanism to survey employee views comments on personnel management in the Agency.
3. Improve personnel communications in the Directorates.

METHODS OF ACCOMPLISHMENT

1. Important personnel decisions or information about planned actions that generally affect employees should be communicated as openly as possible at the instance of the DCI, the Management Committee, or the Director of Personnel, as appropriate.
2. The Director of Personnel will recommend guidelines to the Management Committee for the use of employee surveys, whenever appropriate, as an integral part of the Agency personnel system.
3. The SPRB will recommend to their Deputies how the communications system throughout the Directorate can be improved.

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OBJECTIVE NO. 5 "Proprietary For Retired 2003/04/29 : CIA-RDP84-00780R00600050015-7
commensurate with their individual skills and ability."

APPROACHES

Accomplish this objective through general improvement in personnel management, as no single action is a solution. The pursuit of the other objectives has particular applicability.

METHODS OF ACCOMPLISHMENT

This is a central objective for the totality of personnel programs within a Directorate but it will not be achieved if those programs are undertaken in a fragmented, uncoordinated fashion. Thus it is incumbent upon the SPRB to maintain an overview and to provide a coordinating mechanism for the Directorate programs.

OBJECTIVE NO. 6 "Administer an employee recognition system in the Agency that uniformly emphasizes individual contributions and outputs directed to the accomplishment of Agency and lower-echelon goals."

APPROACHES

More closely relate employee recognition systems (promotions, challenging assignments, training, QSI's, honor and merit awards, oral and written acknowledgement, etc.) to achievement of organizational objectives. Pay special attention to the possibility of increasing opportunities for supplementing monetary benefits with non-tangible rewards in recognizing job achievement.

METHODS OF ACCOMPLISHMENT

Policy on promotions and the use of QSI's is a major topic of consideration for the SPRB within the context of Agency regulations and policies. With respect to non-monetary recognition, the SPRB could be briefed by OP on the unevenness of past practices and could ask OP to develop proposals for uniform procedures and guidance within the Directorate, which may have needs warranting more detailed consideration than provided by Agency-wide regulations and guidance.

OBJECTIVE NO. 7 "Approved For Release 2003/04/29 : CIA-RDP84-00780R006000050015-7
Ensure that systematic personnel development, including rotation of professionals as practicable, is planned and acted upon."

APPROACHES

1. Expand PDP to encompass professional personnel below the executive and pre-executive levels.
2. Fully utilize the rotation plans stated in the

METHODS OF ACCOMPLISHMENT

1. The Director has instructed that PDP needs to be applied in improving the personnel development of professionals generally. Deputy Directors should be prepared to extend the coverage of PDP to all professional and technical personnel, GS-09 and above, who have the potential for further lateral or vertical development.
2. Deputy Directors should monitor the performance of the components under their jurisdiction in implementing rotation plans in the APP.

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OBJECTIVE NO. 8 "Provide for the upward movement of highly-talented employees, even
in components where advancement room is limited."
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APPROACHES

Identify "highly-talented employees" through the
PDP.

METHODS OF ACCOMPLISHMENT

The Deputy Directors should instruct boards and panels to give special attention to young highly-talented employees identified in the PDP. As long as these personnel live up to expectations, Deputy Directors should not permit boards and panels to use rigid time-in-grade requirements to preclude the rapid advancement of these individuals even though promotion spaces are limited.

As boards and panels monitor the progress of high-potential employees they should remain abreast of the current skills, knowledges and other characteristics needed for effectiveness in key jobs at the senior level.

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OBJECTIVE NO. 9 "Better relate training to personnel development by giving supervisors the responsibility for judging the training needs of individual employees."

APPROACHES

Periodic consideration by supervisors of individual developmental training needs (e.g., supervisory review time of Fitness Reports and Letters of Instruction preparation.

METHODS OF ACCOMPLISHMENT

In deciding the specific kinds of training most needed to develop individuals under their supervision all supervisors (first line, middle managers and executives) should focus on (a) career service requirements and (b) employee interests and needs rather than deciding upon enrollments as occasions arise.

In monitoring training within their Directorates, the Deputies should examine the relevancy of training experiences to the subsequent utilization of employees concerned as required in the PDP.

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OBJECTIVE NO. 10 "Identify employees with the most and the least potential, through the use

of an appropriate evaluation system, following Agency-wide policy and guidance.

Develop better means of determining the possible use elsewhere in the Agency of those employees who are judged to have qualifications for continued employment even though they are considered surplus in a particular Career Service or component.

APPROACHES

1. Give priority to the establishment and operation of an appropriate evaluation system in the Directorates.

METHODS OF ACCOMPLISHMENT

1. This will be a major responsibility of the SPRB in each Directorate. It is recommended that the initial step be for each SPRB to be briefed on present career management policies, practices, techniques, procedures, and organizational structure within the Directorate. These will form the basis for an interim system. The Boards will then need to acquire a staff capability, perhaps through appointing ad hoc task groups of component officers, to develop for Board approval Directorate-wide guidance on promotion and ranking conforming to Agency-level guidance. The Boards should seek to preserve flexibility of evaluation criteria among sub-panels when the nature of the work is sufficiently diverse between occupational groups as to affect the evaluation criteria deemed appropriate.

2. Develop or expand a career counseling program.

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establish a visible counseling service and to designate the

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board and/or sub-panels as Career Counselors. Officers so designated should receive training in counseling techniques. The existence of the service and the names of the designated officers should be disseminated to members of the Sub-Career Service Group.

3. Qualified individuals surplus to the needs of one Directorate may be suited to the needs of another. The SPRB should consider how they might complement the role of OP in finding useful employment for such individuals within the Agency.

3. Develop better inter-Directorate means of returning surplus, qualified personnel.

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PROPOSED APPROACHES TO HANDLING 16 DD PERSONNEL AUTHORITIES AND RESPONSIBILITIES

<u>AUTHORITY OR RESPONSIBILITY</u>	<u>SUGGESTED ACTION APPROACH</u>
1. Develop and disseminate uniform promotion criteria.	1. Before establishing uniform criteria for promotion, evaluation, and ranking, the Senior Personnel Resources Board (SPRB) would find it useful to review current career management policies, practices, techniques, procedures, and organizational structure (Boards, Panels presently being used within the DDMRS. It would also find it helpful to review a checklist being prepared by OP on elements to consider in establishing a personnel evaluation system. The SPRB could then move to modify the system, as required, either on the basis of reviewing and approving specific proposals for modification originating from each Career System Sub-Group on the basis of policy guidelines developed in ad hoc study teams made up of Sub-Group representatives, or a mixture of both approaches. Whatever system is established should seek to maintain some flexibility so that criteria are established appropriate to

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2. Establish panel structure and procedures to conduct, at least annually, the evaluation and ranking of professional personnel.

the DDM&S should formally be redesignated as Career Sub-Groups which are authorized to retain their present structures and "designations" until the SPRB concludes that changes must be made to improve personnel management within the Directorate.

3. Provide the evaluation panels with uniform ranking criteria that will identify employees with the highest and least potential and those in between. Normally, those having the lowest rankings will have this fact made known to them.

Career Sub-Group representatives could make up a working study group serving the SPRB and tasked with the study of specific issues or problems relative to the development or dissemination of uniform evaluation criteria. (This process would occur after the SPRB review of current practices when it is in a position to make recommendations relative to establishing uniform criteria).

4. Provide for periodic review by the Deputy of evaluation activities and results.

The SPRB should establish a schedule for briefing the DDM&S on the results of evaluation activities for each Directorate Career Sub-Group.

5. In connection with Management by Objectives, the Annual Personnel Plan and the Personnel Development Program, establish Directorate-wide personnel objectives.

6. Establish a program and criteria for the career management of supergrade personnel at the Directorate level.

7. Create a Directorate-wide counseling program which, as a minimum, will provide for the counseling of employees as appropriate in the evaluation process. Also provide for a visible counseling source or sources that employees can go to on their own initiative in order to seek job assistance and career guidance.

5. Individual offices within the DDM&S should participate in developing action plans for implementing Directorate personnel objectives related to the APP, PDP and PASG. The SPRB should be the focal point for the development of these objectives and should be responsible for monitoring Directorate progress toward the attainment of these objectives.

6. The SPRB should oversee the operation of a program for the career management of supergrade personnel.

7. Each Career Sub-Group should be directed to establish a counseling service. The CMO and specific members of career boards or panels within Career Sub-Groups should be designated as career counselors. Each career counselor should be provided training in counseling techniques. (OTR and PSS/OMS have developed a pilot course for this purpose.) The particulars as to the operation of the counseling service must be published and disseminated to all members of the Career Sub-Groups.

8. Organize logical groups, below Directorate level, on either a grade, function, program, etc., basis which, for their members, will implement the personnel policy guidances and instructions of the Directorate.
9. Establish Directorate standards for selecting candidates to attend senior schools or courses, including the requirement that consideration be given before the training as to how the trainees will be utilized after attending the schools or courses.
10. Establish Directorate policy and standards for approving external full-time and part-time training, including the requirement that consideration be given before the training as to how the trainees will be utilized after attending the schools or courses.
8. The need for changes in the present array of Career Sub-Groups can only be confirmed after further study and after the SPRB has become thoroughly familiar with existing structures. Special inter-Career Sub-Group panels could be established to assume cognizance and responsibility for employees in special categories should such be established after examination of occupational affinity groups by OP.
9. The SPRB should develop common standards and guidances as appropriate (OTR to provide technical support).
10. The SPRB should develop common standards and guidance after receiving input from each of the Career Sub-Groups (OTR to provide technical support).

11. Establish minimum training standards for managerial positions and for occupational positions or groups when training is considered significant for job performance and employee development.

11. DDM&S should require each Career Sub-Group to develop training profiles for their managerial positions and other occupational groups where training is an integral element in effective job performance and employee development. Following the review of their rationale by the SPRB they would be approved by the DDM&S. The PDP developed by each Career Sub-Group should include the establishment of training profiles for specific employee groups (by grade within occupational specialty).

12. Provide policy to facilitate inter-Directorate transfers and rotational tours.

12. SPRB to consider with staff support from OP.

13. Establish procedures and provide guidance for recommending Honor and Merit Awards.

13. SPRB should be briefed by OP on the past unevenness of standards for granting such awards. SPRB could task OP to develop proposals for providing guidance to all components within the Directorates.

14. Provide a system for the annual review of supergrade personnel in Personal Rank Assignments, to effect corrective actions when needed.
15. Develop procedures to handle potential surplus cases, including the following elements: counseling, consideration for re-training and/or reassignment, and notification of surplus status.
16. Establish a uniform grievance procedure within the Directorate.
14. OP to provide periodic tabulations to the SPRB for review. The Board will consider corrective actions should such be required.
15. All Career Sub-Groups should examine, under the supervision of SPRB, their procedures for identifying and handling surplus personnel to insure they are consistent with Agency regulations and policies.
16. SPRB to review current procedures in use by the Career Sub-Groups, as may be necessary. The Board will direct that changes be made if necessary to insure that Agency regulations on this subject are being satisfied and that a uniform procedure exists with the Directorate.

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